DOCUMENT RESUME

ED 418 730 IR 057 032

TITLE Library of Michigan Long Range Plan. March 1997 to September 1999.
INSTITUTION Michigan Library, Lansing.
PUB DATE 1997-00-00
NOTE 12p.
AVAILABLE FROM Library of Michigan, Public Information Office, P.O. Box 30007, Lansing, MI 48909.
PUB TYPE Reports - Descriptive (141)
EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Information Services; *Library Development; Library Funding; Library Personnel; *Library Planning; *Library Services; Mission Statements; *State Libraries; *Strategic Planning
IDENTIFIERS *Michigan

ABSTRACT

This report presents the Library of Michigan's (LM) long term plan for the period of March, 1997 to September, 1999. The external and internal initiatives of the Board of Trustees are first highlighted. Then, following the Library of Michigan vision statement, four topics are discussed. These each include an outline of the objective and the strategies adopted. Objectives statements are: (1) LM provides access to Michigan and government information with optimum speed and ease of use. Priority users include legislators and state employees to whom the Library provides the broadest possible services; (2) LM is a visionary mentor to libraries throughout the state, providing and strengthening library cooperation and development among all Michigan's libraries; (3) Using a team approach, LM staff is empowered to work to their full capabilities in a complex and changing environment to serve the library and its clients; and (4) LM actively pursues funding sources to support and strengthen the collections of the Library, access to technology, and the provision of services to its clients. (AEF)

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Library of Michigan

Long Range Plan

March 1997 to September

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Introduction

The next planning cycle for the Library of Michigan (LM) covers a period of continuous change, equal in speed and importance to the reinvention of the Library in the busy years following its transfer to the Legislature in 1983.

Since the last plan was written in 1992, for the period 1993-1996, the Library has continued to strengthen priority services and to pioneer new electronic services that have greatly increased the statewide reach of information provided by LM. This has been done through a closer working relationship with the legislature and state technology staff, as well as with the cooperatives and public libraries. By applying Library Services and Construction Act (LSCA) funds to build electronic links to unserved areas of the state, by establishing technology training centers and by fostering community cooperation among libraries and local government, the LM brought libraries into the digital age of statewide information networks. This dramatic change has affected LM internally as well, as staff shared in the statewide need for more training in these evolving areas.

During the past two years, LM staff built a partnership with the Board of Trustees and, with the help of the Board members, to all types of libraries and to the Legislature. This collaborative approach has set the stage for a new, more interdependent pattern of library cooperation in the future.

Impelled by the force of rapid changes in technology, and with a less centralized philosophy of management, LM evolved and matured in the last few years. A team approach to management encourages the rapid sharing of information and a quick response to challenges. A digital library, available statewide, is one evidence of this process. Internally, LM reallocated its staff to provide new electronic access, more support to the Legislature, and more outreach to state government.

While traditional activities in support of state aid distribution, staff certification, penal fine administration, and public access to LM resources will continue, the focus in the next few years will continue to be on building a broad information network to serve all residents of the state, in partnership with all types of libraries. A new federal funding program will be developed to implement the Library Services and Technology Act (LSTA) in cooperation with interested groups and individuals throughout Michigan.

These twin themes of high levels of skill in Library staff, and high levels of remote access to information, will combine to shape the future of the Library of Michigan. The best of the past will be retained, while the best of service is yet to come.

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The Library of Michigan Board of Trustees Goals

Goal 1: External Initiative

The Library of Michigan Board of Trustees, together with the Library of Michigan staff, will make their top priority bringing together all types of libraries in Michigan in a concerted effort at strategic planning for the future. This effort will build on previous studies, will seek new areas for cooperation and coordination, and will emphasize collaboration for utilizing telecommunication technologies throughout the state for the benefit of all citizens of Michigan. At all times, the requirement for funding will be included in the strategic planning and consensus building activities.

Originally approved by the Board March 12, 1995
Reaffirmed by the Board March 22, 1996
Revised and reaffirmed by the Board March 14, 1997

Goal 2: Internal Initiative

The Library of Michigan Board and LM staff will focus on reviewing internal procedures, to include provision of timely communication between the Legislative Council, the Board of Trustees, the Library of Michigan staff, and the Michigan library community. This process will include research on effective advocacy in the legislative arena, and a regular process of orientation for new members of the Board, which will include the transfer of responsibility from one Board to the next. The Board will utilize subcommittees to expedite research on policy issues and to gather information for the Board. The Board will provide a forum for discussion and review of strategic issues. The Board members will consistently support long-term efforts toward limited number of top-priority goals identified through the strategic planning process.

Originally approved by the Board March 12, 1995
Reaffirmed by the Board March 22, 1996, and March 14, 1997

The Library of Michigan

Vision Statement

The Library of Michigan is a nationally recognized, visible, electronic and traditional library and leadership development center serving as a vital information resource to the legislature, state government and citizens of Michigan.

- LM provides access to Michigan and government information with optimum speed and ease of use. Priority users include legislators, legislative staffs, and state employees, acting in their official capacities, to whom the Library provides the broadest possible services.
- LM is a visionary mentor to libraries throughout the state, providing and strengthening library cooperation and development among all Michigan's libraries.

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- Using a team approach, the Library of Michigan staff is empowered to work to their full capabilities in a complex and changing environment to serve the library and its clients.
- LM actively pursues funding sources to support and strengthen the collections of the Library, access to technology, and the provision of services to its clients.

Topic #1

A. Statement of the Objective:

LM provides access to Michigan and government information with optimum speed and ease of use. Priority users include legislators and state employees to whom the Library provides the broadest possible services.

B. Strategies Adopted:

Strategy 1. Reinstate Library Link as a communications vehicle with primary clients.

a) Communicate with legislators, their staffs, central staffs and nonpartisan agencies
b) Expand communications to include other state employees.
c) Publish at least four times a year.

Target date for completion: Begin publication in the first quarter of 1997.

Division/unit with primary responsibility: Executive
Division/unit with secondary responsibility: Senior Management Team (SMT)

Strategy 2. Improve methods to get feedback from priority users and others on LM services.

a) Solicit feedback from users of the training room, both through the traditional evaluation forms and through focus groups of class graduates.
b) Schedule regular focus groups composed of legislative staffs to get ideas on their needs.
c) Develop a centralized database to receive, analyze and disseminate results from these endeavors.
d) Create a way for people to respond to LM services via the Web.

Target date for completion: Appoint new team to collect this information and plan ways to disseminate the information: first quarter, 1997

Receive proposals from this team: Second quarter, 1997
Begin implementation: as projected in report

Division/unit with primary responsibility: Evaluation Team
Division/unit with secondary responsibility: SMT

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Strategy 3. Use the Library's training activities to build expectations of, reliance upon and confidence in LM services. Training should lead to a relationship, not to a fixed body of knowledge. It should seek to instill in the trainee that the body of knowledge is dynamic and ever-changing, and that the Library is the vehicle for staying current in this field. Using the feedback gathered in strategy #2, develop a new curriculum and revise the agenda for Library staff visits to legislative offices.

Target date for completion: The Training Team would receive results from the Evaluation Team and begin work on the new curriculum in the third quarter, 1997

Begin implementation: as new curriculum becomes available, but no later than the New Members Orientation for 90th Michigan Legislature

Division/unit with primary responsibility: Training Team
Division/unit with secondary responsibility: Public Services, SMT

Strategy 4. Improve access to Library of Michigan resources for priority users.

a) Make information available where the users are, such as in the Capitol and the legislative office buildings.
b) Make the LM database collections available as widely as possible to our priority users.
c) Collaborate with other legislative agencies to interconnect the Library's fiber network to downtown buildings housing legislative offices.

Target date for completion: November, 1997

Division/unit with primary responsibility: Network and Information Systems (NIS)
Division/unit with secondary responsibility: Public Services

C. New Teams Needed?

The Evaluation Team would be composed of staff from Public Services, Collection Management Services, and Network and Information Systems. They would be charged with developing a system to solicit, receive, organize and disseminate user reactions to LM services.

The Training Team would be composed of staff from the Public Services, Collection Management Services, and NIS Divisions. They would be charged with taking the results of the Evaluation Team's work and applying it to developing the new curriculum.

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Topic #2

A. Statement of the Objective:

LM is a visionary mentor to libraries throughout the state, providing and strengthening library cooperation and development among all Michigan's libraries.

B. Strategies Adopted:

Strategy 1. All planning builds on LM as a "learning organization" in order to maintain the role of visionary mentor. This is done by:

a) Supporting and encouraging training for LM staff.
b) Playing a major role as a statewide training provider.
c) Actively seeking input from interest and focus groups.
d) Serving as a model for other libraries.

Target date for completion: Ongoing

Division/unit with primary responsibility: All divisions and units are responsible for participating in this process and creating models worthy of emulation. The Library of Michigan Board of Trustees will also be part of this strategy, providing leadership and support for these activities.

Strategy 2. LM works to build an inclusive statewide library framework of structure, content and training available to all types and sizes of libraries, while respecting the uniqueness and the individuality of each community and library.

LM supports this by:

a) Distance learning: includes video, publishing, World Wide Web (WWW) files for course content and frequently asked questions, the Michigan Electronic Library (MEL) project, etc.
b) Creator of content: training materials, MEL, digital files.
c) Electronic networking: includes OCLC, Internet, WWW. Negotiating statewide software licenses.
d) Library cooperation: foster evolution of cooperatives and regions of cooperation (ROCs), continued emphasis on links to library groups.
e) Library development: including support for library establishment, staff certification and training, the encouragement of "best practice," and assistance with skills for the management of funds.
f) Proactive feedback: soliciting needs and views of clients through individual contacts, electronic conversation and team based focus groups.

Target date for completion: The library is already engaged in a number of cooperative projects in content creation, library development, and electronic net-working. By the end of FY 1998, new online and video training products will be ready for librarians, library workers, library trustees, and local officials.

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Division/unit with primary responsibility: Executive
Division/unit with secondary responsibility: Public Services, Business Services, Network and Information Systems

C. New Teams Needed?
The Content Creation Team will evolve from the current Web Team, supplemented by staff from other divisions as appropriate.

Topic #3

A. Statement of the Objective:
Using a team approach, the Library of Michigan staff is empowered to work to their full capabilities in a complex and changing environment to serve the library and its clients.

B. Strategies Adopted:

Strategy 1. LM provides staff with the opportunity for continuing education by:

a) Sharing of staff skills, both formally and informally.
b) Assessing current staff skills and training needs, and providing an annual training plan.
c) Supporting attendance at conferences, workshops and classes.
d) Offering training to keep on the cutting edge of current technologies
e) Investigating partnerships with academic institutions to create more opportunities for local continuing education programs.

Target date for completion: Ongoing

Division/unit with primary responsibility: Human Resources
Division/unit with secondary responsibility: SMT, Training Team

Strategy 2. LM continues to support and encourage team empowerment by:

a) Empowering staff to have the flexibility to meet as needed.
b) Encouraging staff to seek out information from the appropriate source without prior approval from supervisor.
c) Supporting team training and team development.

Target date for completion: Ongoing

Division/unit with primary responsibility: Human Resources
Division/unit with secondary responsibility: SMT, Training Team

Strategy 3. LM is committed to providing its staff with up-to-date technology and the training to use this technology to its capacity.

Target date for completion: Ongoing

Division/unit with primary responsibility: Network and Information Systems
Division/unit with secondary responsibility: SMT

C. New Teams Needed?
None

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Topic #4

A. Statement of Objective:

LM actively pursues funding sources to support and strengthen the collections of the Library, access to technology, and the provision of services to its clients.

In reviewing this objective, it seems that this objective permeates the other three and provides the support needed to achieve them. The budget is not an end in itself, but a vehicle for accomplishing the LM's goals. To that end, the description of most of the strategies established here by necessity refer back to the other three objectives.

B. Strategies Adopted:

Strategy 1. Work closely with the Legislative Council Administrator to advocate for Library needs early in the budget process to ensure that these are strongly represented throughout the process. Provide regular financial updates, with analysis, to the Council Administrator.

Target date for completion: Ongoing.

Division/unit with primary responsibility: Executive
Division/unit with secondary responsibility: Business Services

Strategy 2. Provide the LM Board with complete and accurate appraisals of the Library's financial situation, to allow for their input and advocacy. Include budget information in all Board meetings, with time for discussion and analysis.

Target date for completion: January, 1997, Board Meeting

Division/unit with primary responsibility: Executive
Division/unit with secondary responsibility: Business Services

Strategy 3. Appoint a team to review LM policies and procedures on fees.

Target dates: Team begins review: May 1, 1997
Team reports to SMT: August 1, 1997
Council Administrator reviews report: September 1, 1997
LM Board reviews, discusses report: September 12, 1997
Recommendations to Legislative Council: Fall, 1997
Publicity on new fees (if any) begins: January, 1998
New fees (if any) take effect: October 1, 1998

Division/unit with primary responsibility: Fees review team
Division/unit with secondary responsibility: Business Services, SMT

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Strategy 4. Increase the visibility of LM with donors.
LM staff identifies potential grant sources, and works with the Foundation's staff to develop proposals. LM staff also implements the grants when they are received.

Suggestions for implementing this strategy will be forwarded to the Executive Director of the Library of Michigan Foundation, which has been designated by the Legislative Council as the recipient of gifts to the Library.

Strategy 5. Review the relationship between funding and services regularly, to ensure that the Library continues to focus its resources on its primary audiences.

Target date for completion: Begin immediately

Division/unit with primary responsibility: Executive
Division/unit with secondary responsibility: Business Services, Public Services, and Collection Management Services

C. New team needed?

A new team across all division lines would be formed to review current LM fees, compare these to fees charged by other state library agencies, weigh the costs and benefits of charging fees and prepare a report for action.

Adopted by the Library of Michigan Board of Trustees, March 14, 1997

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Library of Michigan Long Range Plan

March 1997 to September 1999

Library of Michigan

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